

STRATEGIC PLAN

विद्यया ऽ मृतमश्नुते



एन सी ई आर टी
NCERT

REGIONAL INSTITUTE OF EDUCATION
(NATIONAL COUNCIL OF EDUCATIONAL RESEARCH AND TRAINING)
BHUBANESWAR, ODISHA - 751022

Strategic Plan Document

Regional Institute of Education (formerly Regional College of Education) was established on 5th August 1963 as a constituent unit of NCERT to provide academic and technical support to the states such as Odisha, West Bengal, Bihar, Jharkhand, Assam, Arunachal Pradesh, Manipur, Mizoram, Nagaland, Sikkim, Tripura and Union Territory of Andaman and Nicobar islands in the area of pre-service teacher education. It is also catering to the in-service needs of states like Odisha, Bihar, Jharkhand, West Bengal and Union Territory of Andaman and Nicobar islands.

Vision:

To be an acclaimed leader in school education and teacher education with focus on quality, equity, inclusiveness and excellence through research, extension, training and consultancy in the eastern and north-eastern region of India.

Mission:

- To strengthen school education system with focus on holistic development of learners.
- To prepare teachers for meeting the challenges of the twenty first century by engaging them in a meaningful and relevant learning environment.
- To collaborate with the central government and the state governments in areas of research, development, training and extension for implementation of educational policies.
- To provide need-based academic support to organizations working in the area of school education and teacher education.
- To build and sustain a network of mutual support with peer institutions in the matter of school and teacher education.

Strength, Weakness, Opportunities and Challenges (SWOC Analysis)

Strength:

- Constituent unit of NCERT, the apex body on School Education.
- The Institute offers programmes starting from Pre-school to Ph.D (Education).
- Offering Four Year Integrated Teacher Education Programme such as B.Sc. B.Ed, B.A. B.Ed., Two Year B.Ed. which have been accepted as model teacher education programmes by Govt. of India (NCTE) and being replicated all over the country.
- Represents unity in diversity with students and faculties coming from different parts

of the Country with diverse socio-cultural background.

- Well qualified academic faculty with diverse background having experiences at International Institutes and Overseas Universities.
- Organizes innovative practices such as multicultural placement, long duration internship, working with community programmes as part of the teacher education programmes.
- Adequate infrastructural facilities such as laboratory facilities, library, big playground, dispensary, ICT studio, hostels etc. are available in the campus.
- Provides academic support to all the states of Eastern region to improve the quality of school education and teacher education.
- Collaboration of the Institute with national and international agencies/organizations for educational research, training, development and extension activities.
- The Institute has a registered alumni association which involves itself pro-actively in all activities of the Institute.

Limitations/Weakness

- Lack of autonomy in awarding degrees.
- Shortage of regular staff members.
- Integrated master level dual degree programmes such as M.Sc. M.Ed or M.A. M.Ed are not available.

Opportunities

- The Institute has opportunities to advice and support Eastern region states to improve the quality of school and teacher education.
- There is wide scope in offering short term diploma/certificate courses in areas of school education, such as inclusive education, ICT integrated education, Environmental Education, Science Education, Action Research and other areas of school education.
- There is scope to initiate integrated B.Ed M.Ed and M.Sc M.Ed programmes.

Challenges

- Revamping teacher education programmes which follows competency based multi-disciplinary approach.
- Preparation of professional teachers by strengthening their socio-emotional qualities for promoting fundamental duties.

Strategic Goals (2017-2022)

The strategic plan for the period of five years commencing from academic year 2017-18 to 2021-22 has been prepared taking into consideration of various quality dimensions for the development of the institute. The Internal Quality Assurance Cell (IQAC) of the institute has taken initiative in preparation of the strategic plan. The inputs from all the stakeholders and their expectations, management policies, goals and objectives of the institute served as the foundation of the strategic plan. Feedback from the stakeholders and recommendations of the IQAC are taken into consideration to incorporate innovations in the strategic plan. The draft of strategic plan has been discussed, reviewed by the IQAC and approved by the administrative authorities of the Institute.

Criterion I: Curricular Aspect

Curriculum Planning and Implementation

The Institute is affiliated to Utkal University, Bhubaneswar. Curricula of different programs offered in the institute are designed to cater to both national and regional needs of the eastern region in alignment with emerging global trends in school and teacher education. There is flexibility and diversity in the curriculum to benefit the student teachers to adapt and develop professionally. The feedback from the students, alumni, employers, community, academic experts, peers and other stakeholders is used in program development and planning. The institute functions with well – defined vision, mission and a value system clearly stated in its documents and accordingly action plans are worked out to achieve the objectives of various programs. The development of curriculum of teacher education programs is based on NCTE guidelines, UGC as well as the National Curriculum Framework. The curricula are developed based on need assessment process and in consultation with institutional and external expert groups based on debates, feedback and field experiences.

Based on NCFTE 2009, many changes are introduced into the curriculum and practices of teacher education programmes of the Institute. CBCS introduced by the UGC was taken into account while developing new curriculum. The curriculum and practices are enriched from time to time as per new policies such as NEP-2020 as well as expectations of stake holders. The curricula for various academic programmes are periodically reviewed by expert bodies in the light of recommendations of the concerned national bodies such as NCTE and UGC. The curriculum also addresses gender issues, environmental issues, inclusiveness etc.

Taking into account the students' demand and need of career oriented specialty courses, the programmes were strengthened.

Curriculum is developed on the basis of Programme Outcome (PO), Course Outcome, and Learning Outcome. The institute ensures the component of inclusive education through a compulsory component in all teacher education courses. Skill and capacity development is integrated in curricular structure as value added courses. Value Added/Skill Development and Vocational Courses such as Agricultural Farming, Animal Husbandry, Wood Carpentry, Soft Skill, Yoga & Meditation, Art- integrated learning, Sports integrated learning, Communication skills, Personality development etc are developed/planned.

Criterion II Teaching Learning and Evaluation

Academic Planning for the Pre-service courses takes place after a series of discussions among faculty members, Academic section under the guidance of the Principal, Dean (I) and Dean, Research. Accordingly, Academic Calendar is prepared. Pre-service and in-service programmes of the Institute are planned and developed on a long term basis under the provisions of NCTE/UGC/Utkal University and approval of the NCERT.

Continuous and Comprehensive Evaluation is intended to assess the learning level of students during a semester. As per the academic requirements of students remedial classes are also being conducted and peer learning is encouraged. RIE, Bhubaneswar, with a commitment to the mandate of NCF (2005), translated major goal of constructivist school classrooms by evolving and transforming its Internship in teaching program into a constructivist teaching-learning for the Internees. Applying the innovative teaching learning methods such as Cooperative and Collaborative learning, Constructivist Pedagogy, Experiential Learning, Activity Based Learning, ICT Integrated Learning etc are followed. It is encouraged to use various learning resources and e-resources and ICT based teaching aids such as Multimedia Presentations, NPTEL video lectures, DIKSHA, NROER, SWAYAM etc. Initiatives are taken to make teaching-learning process inclusive. Efforts are there to use various teaching learning resources for students with disabilities.

The institute ensures development of multi-skills such as language and communication skills, ICT skills, teaching-learning skills, social skills, laboratory skills and leadership skills.

Extra resources based on LOs – such as workbooks/worksheets/quizzes/etc. need to be prepared and a follow up team will be there to follow-up with the Departments on the attainment of learning outcomes and also provide academic guidance in this regard.

Being a residential Institute, mentoring to students is provided both in the Institute as well as in the hostels. Subject – in- charges/Faculty members act as mentors in all the programmes. So far as field engagement activities are concerned, supervisors and school authorities are assigned with the responsibility of mentoring the students. Various activities to acquire competencies as per the CO and PO will be carried out by the mentors.. Regular meeting of the HODs with the faculty members ensures proper functioning of the Departmental activities.

Continuous assessment- both formative and summative are used to measure attainment of learning outcomes. The Institution shall administer student satisfaction surveys in order to elicit student opinion and perspectives regarding institutional environment, programs, and services. Feedbacks from pre-service and in- service students are used to further improve the quality of programmes.

Criterion III Research, Innovations and Extension

The Institute facilitates faculty members to undertake research projects under Educational Research and Innovation Committee (ERIC) and through Programme Advisory Committee (PAC) of NCERT by providing financial assistance and support. There is also scope for undertaking research under PAB and faculty members are also encouraged to undertake UGC sponsored research projects. Research seminars (national/state) are regularly organized in the Institute. The faculty members also participate in National and International seminars/conferences. Most of the faculty members of the institute are registered guides under Utkal University, Bhubaneswar and supervise research scholars for Ph.D. in the areas of Education, Science, Mathematics, Social Science, Environmental Science and Languages.. Thus the Institute tries to promote research interest by inculcating the spirit of research among learners and faculty by providing micro level support system. Research oriented experiences are also provided to the students of the Institute.

The Institute conducts regular meetings of the Research Committee under the guidance of Dean Research to identify research potential and to promote research activity through:

- Motivation to organize workshop/seminars /training programmes for preparation of proposals for minor and major research projects.
- Academic infrastructure such as instruments, laboratories, ICT facilities, library and other requirements plagiarism check software as needs, for carrying out research activity.

- To appreciate and recognize the faculty members on successful completion of research degree programmes and research publications.
- To appreciate and recognize the students who achieve meritorious places at District, University, State and National level research competitions/research activities.
- To depute the faculty for research seminars/ workshops and training.
- To commence Ph.D. degree programmes in the Institute by establishing Research Centre in a different department where feasible.
- The Institute shall organize National/International seminar, conference workshop at least one per year.

Extension

The Institute caters to the educational needs of the states under its jurisdiction through its extension, research and developmental activities. It has constituted State Coordination Committee (SCC) for each state. The SCC meets every year to identify the needs of the State related to school and teacher education. Accordingly the Institute plans and organizes Capacity Building, Development, Research and Extension programmes as per the needs of the states and UTs- Odisha, West Bengal, Bihar, Jharkhand and Andaman-Nicobar Islands.

The Institute tries to scale up its outreach programs to cover all states coming under its fold. The Institute aims to be a center of excellence in the area of School Education and Teacher Education through the following outreach programmes.

1. Career fair will be organized with the help of Career Guidance Cell, Placement and Counseling cell every year to benefit various localities.
2. Awareness programmes through street play for the benefits of local population on various educational issues. The exposure to community provided opportunity to learn about the strengths and weakness of each other that may help to adapt new strategies for future programmes.
3. Benefit the local community by organizing various educational programmes conducted by the Institute. For an instance, adoption of a village and strengthening its educational scenario are prioritized such as Chilika block is adopted by the Institute for promoting education in the block. This service will be extended to other areas/ blocks in the future.

4. Developing medicinal plant centre within the existing herbal garden and educating students and members of the community on the use of medicinal plants.
5. Helping the community through empowering laboratories for testing soils and water.
6. Work Education activities related to electrical, computer and agriculture, carpentry and dairy farming etc will be promoted. Agricultural activities can be intensified through organic farming which can make the hostels self sustaining units.
7. The institute will strengthen its NSS units/NCC for developing sensitivities towards community issues, gender disparities, social inequality etc. and inculcating values and commitment to the society. Currently, there is an NCC wing for girls and will be extended for boys as well.
8. Variety of outreach programmes will be organized by the NCC and NSS wings in the Institute such as Blood Donation camps, Awareness on health-hygiene and personal sanitation, water harvesting techniques, energy saving techniques, Cleanliness campaign, environmental conservation and tree plantation,.
9. Various contributions to the schools will be made by organizing training programmes for teachers and teacher educators.
10. Literacy programmes for disadvantaged school students will be organized with the help of students during working with the community programmes.
11. Collaborative activities will be strengthened with Government/Non government organization through NCC, NSS for extension activities like research, faculty exchange, student exchange with different college, research institutions, linkages with institution/Industries, and Job training.

Criterion- IV Infrastructure and Learning Resources

Regional Institute of Education, Bhubaneswar aims to develop both physical and knowledge infrastructure. The institute plans to allocate substantial budget towards development of classrooms, library, labs, hostels etc specific to the needs of various departments.

1. Expansion of facilities for future development of students, teachers and staff is planned through:
 - (A) Facilities for teaching learning by:
 - (i) Renovation of Computer Laboratory, Mathematics laboratory and language laboratory
 - (ii) Transformation of all class rooms into smart classrooms.
 - (iii) Construction of additional classrooms to meet the requirements of new courses and initiating short term courses in blended mode or in online mode.
 - (B) Up-gradation of Library facilities
 - (i) The Library services shall be upgraded with E-Journals, E-Book and new books and reference books.
 - (ii) Staff and students would be oriented on effective utilization of digital resources of the library.
 - (iii) Book bank facilities shall be provided and provisions of issuing book to alumni shall be introduced.
2. Separate budgetary provision is planned for maintenance of campus infrastructure.
3. Adequate parking facilities will be provided for students with special emphasis on greener alternatives like bicycles and e-vehicles.
4. Yoga and meditation centres will be earmarked for all hostels.

Criterion-V Student Support and Progression

To enable students to acquire meaningful experiences for learning at the campus and to facilitate their holistic development and progression, The Institute has extensively planned requisite facilities for student support which also includes monitoring of student performance, alumni profiles, and the progression of students to higher education and gainful employment.

Various strategies include:

1. Information about various govt. scholarships shall be displayed on Institute website.
2. The Institute shall organize the following capability enhancement and development schemes for the next five years:
 - (a) Students guidance for competitive examinations
 - (b) Career Counseling
 - (c) Soft Skill Development
 - (d) Remedial Coaching

- (e) Language Lab
 - (g) Yoga & Meditation
 - (h) Personal counseling
3. Empowering the Grievance Redressal Committees for staff and students.
 4. Enhancement of Sports activities by:
 - (a) Providing requisite kits, shoes, nutritious diet to the players.
 - (b) Organizing and encouraging the players to participate in Zonal/ State/ National Sports competitions.
 - (c) Providing all financial assistance (T.A/D.A) to the players, who participate in sport competitions at National level.
 - (d) Felicitating of the sport persons achieving awards, medals, rank on Annual day.
 5. For encouraging other performing arts following amenities will also be provided.
 - a. Clubs will be in place in art, music, dance and drama encouraging students to organize various activities round the year.
 - b. Students will be motivated to participate in inter- institute and inter- university competitions.
 - c. Arranging industrial visits, faculty development programmes and extension lectures for students and faculty for professional development.
 - d. Organizing expression series for students to give them opportunities to think, and reflect on various social issues.
 - e. A new auditorium with larger capacity will be set up

Criterion-VI Governance, Leadership and Management

Leadership and participative management

The Principal of the Institute guides, approves, and sanctions all activities of the Institute. However, for smooth operation of work, the Institute has adopted a decentralized structure. The two main domains of activity are the academic programmes and the administrative activities, which are looked after by the Dean of Instructions (DoI) and the Administrative Officer (AO) respectively. The Dean of Instructions supervises and guides the academic activities in consultation with the Heads of Departments and Section-In-charges of different subjects. The AO supervises the financial and administrative activities of the Institute, which are distributed among a number of Sections each headed by Section Officers (SO).

In order to promote participative management of the academic, administration and student related responsibilities, various committees have been formulated in the Institute. In addition, committees such as media committee, grievance redressal committee, sexual harassment committee etc. are formulated for the smooth functioning of the institute.

Staff development & welfare

Recruitment Policy formation & implementation - The Institute follows the recruitment policy, salary structure, code of conduct, service, and leave rules as recommended by the NCERT on the basis of the Central Government norms and UGC provisions. The institute aims to provide the best possible work & infrastructure facilities at par with other national institutions. The recruitment policy for part-time/contractual faculty against existing vacancy is as per the UGC/NCERT guidelines, on a consolidated pay scale. Specialization is decided looking at the need of the academic programme and the post.

Staff welfare policy implementation - Various welfare measures are available for the staff and faculty of the Institute including duty leave, study leave, leave travel concession, loans for housing and vehicle, healthcare facility, reservation for the wards of the employees in the DM School, maternity leave, paternity leave, childcare leave, and annual NCERT staff tournament. Priority is given on implementation of these measures properly so that nobody would be debarred from these facilities. Career advancement schemes along with recognition and incentives are formulated for better career prospects. In addition, institute supports faculty for research, consultancy, and innovations. Faculty members are encouraged to attend and present papers in seminars, conferences and workshops etc.

In order to improve the effectiveness and efficiency of the staff in the institutional processes, the management supports them for personal and professional growth, and deposes them for appropriate programmes.

The Institute shall organize professional development of staff through training programmes, capacity building workshops every year.

(a) Professional Training

- (i) Ethical practices
- (ii) Stress management
- (iii) Educational Technology
- (iv) Use of ICT in teaching learning
- (v) Language proficiency

(b) Administrative Training Programmes

- (i) Computer hardware basic training
- (ii) Office software training

The performance assessment of the faculty members and other staff members are carried out in the form of self-appraisals, at the Institute level and then at the Head Quarters' level. The assessment enables the officials concerned to refocus on the quantity and quality of their contributions, which results in improvement in teaching, research and service. Periodic check & guidance for quality improvement will be given by the IQAC cell.

Financial management & implementation

Financial management is planned through Department wise Budget planning and allocation by forecasting income & expenditure to ensure effective functioning of various purchase committees, allocation of emergency funds, etc. Budget formulation & approval is sought through Finance Committee and periodic audits are carried out to assert transparency.

Establishment of audit teams were made by the IQAC and remedial measures under Audit will be carried out.

Internal Quality Assurance Committee will take up the following responsibilities from time to time:

- (i) IQAC meeting involving external members to get their suggestions for quality improvement.
- (ii) IQAC shall take initiatives in the institutionalization of best practices.
- (iii) IQAC shall take initiatives for promoting quality culture every year.
- (iv) IQAC shall organize seminars/workshops on various quality processes.

Criterion-VII Institutional Values and Best Practices

The Institute has been successful in caring for its diverse students and staff population harmoniously in its efforts to steadily achieve its vision and mission.

The institute has planned the following initiatives for strengthening institutional values and practices:

1. A number of gender equity programs shall be organized by the institution during the coming years. Gender sensitization camps in nearby rural areas shall also be organized.

2. The Institute shall provide the following facilities to the students and staff for their safety and security. Currently, Security checkpoints are there at all campus entries and exits. It is planned to have CCTV all around the campus for better security. The Anti-Ragging Act is currently enforced in the campus.
3. Awareness campaigns on women safety and gender sensitivity shall be organized through street plays, rallies, and camps by NSS and NCC student volunteers with the help of Alumni members. Orientation on the following themes will be made
 - i. Women's rights
 - ii. Human rights
 - iii. Child rights
 - iv. Gender justice
 - v. Gender equality
 - vi. Gender sensitization workshops
4. To ensure energy efficiency, all the existing non-LED tubes and bulbs shall be replaced with LED lights.
5. The rain water harvesting system shall be installed in the Institute.
6. The Institute shall implement green practices like:
 - (i) Plastic free campus
 - (ii) Paperless office
 - (iii) Tree Plantation
 - (iv) No Vehicle Day
 - (v) Renewable Energy usage
7. The Institute shall provide following facilities to differently abled students.
 - (i) Physical facilities (wheel chair)
 - (ii) Ramp/ elevator
 - (iv) Special skill development for differently abled students.
 - (v) Use of Infrastructure and Learning Resources for social transformation.
8. The Institute shall organize appropriate activities to increase consciousness about national identities & symbols, fundamental duties & rights of Indian citizens & other constitutional obligations.
9. The Institute celebrates birth/death anniversaries of the great Indian Personalities and important days.

10. For better Institute – Industry Interaction, formation of industry-institute interaction cell shall be established and MoUs with industries will be signed. This may provide opportunities for Industry based/sponsored projects, strengthening training and placement and establishing innovation centres
11. Identification of challenges of society and encourage community development work
12. Provide vocational training /job oriented training as per local needs at the institute
13. **Employability skill development – The institute plans to** strengthen the placement cell by various activities like exposure to different types of schools through field engagement and by promoting, sponsoring and facilitating entrepreneurship development
14. **Research and innovation – There is** scope for undertaking major and small research projects under PAC/ERIC etc and efforts are made to establish and develop Laboratories with more research facility, foster collaborations with Government & Private Institutes, Universities and Research Organizations.
15. **Alumni Interaction –** The institute has a vibrant Alumni association which carries out activities like participation registration, Database creation, networking sessions, providing Sponsorships/scholarships/fund generation. The recognition and exploration of contributions of successful alumni can be leveraged for internships/ placements/ training /entrepreneurship.

Strategy Implementation and Monitoring

After approval of Strategic development plan the next step is its implementation. During implementation the progress of strategy is measured from time to time. Chairperson of the Management Committee and the members, members of IAB, Principal, Dean of Instructions and other faculty and staff members are the custodian for strategic plan and its deployment.

Implementation at Institute Level

Governance & Administration	Principal, Administration Office
Students Admissions	Principal, Dean of Instructions, HODs, Academic Section
Statutory Compliance	Principal, HODs, Coordinators
Infrastructure (physical),	Principal, Administrative Officer, Section officer C&W
Infrastructure (Academics)	Principal, HODs
Teaching- Learning	Principal, HODs, Faculty and Staff
Research& Development	Principal, HODs

Students Development	Principal, HODs
Departmental Activities	HODs and Faculty
Training & Placement	Principal, TPO & HODs
Quality Assurance	IQAC team

Monitoring of strategic plan

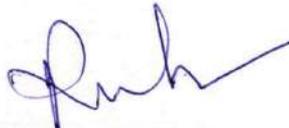
The implementation of strategic plan will be monitored time to time by Principal, Dean, Instructions and other committees through periodic review. The section heads will prepare the detailed progress report and present it in the review meetings. The benchmarking of quality standards and its monitoring, evaluation of attainment will be carried out by the IQAC independently. The IQAC will report the findings to the Academic Council and GB. With thorough analysis of outcomes and based on IQAC report, the above will recommend the corrective actions, need of further processes and deployment of resources. All these reports will be forwarded for further discussions and implementation by the Board of Trustees.

Conclusion

The development of the Strategic Plan is an effort for paving a way towards accomplishment of goals in alignment with the vision and mission of Regional Institute of Education, Bhubaneswar. This provides a guiding framework formulated by collective effort and contribution of participative stakeholders. The proper implementation of strategies through teamwork with good spirit leads to success and sustainability over a longer time through a dynamic process. It needs continuous evolution to incorporate the lessons learnt during the implementation and emphasizes the role of IQAC in ensuring the quality of implementation.



Prof. Laxmidhar Behera



Prof. Ritanjali Dash



Prof. S. K. Dash



Principal

प्राचार्य/ PRINCIPAL
क्षेत्रीय शिक्षा संस्थान
Regional Institute of Education
भुवनेश्वर / Bhubaneswar-751022

विद्यया ऽ मृतमश्नुते



एन सी ई आर टी
NCERT

REGIONAL INSTITUTE OF EDUCATION
(NATIONAL COUNCIL OF EDUCATIONAL RESEARCH AND TRAINING)
BHUBANESWAR, ODISHA - 751022